

Local Food Promotion Program (LFPP) Final Performance Report

The final performance report summarizes the outcome of your LFPP award objectives. As stated in the LFPP Terms and Conditions, you will not be eligible for future LFPP or Farmers Market Promotion Program grant funding unless all close-out procedures are completed, including satisfactory submission of this final performance report.

This final report will be made available to the public once it is approved by LFPP staff. Write the report in a way that promotes your project's accomplishments, as this document will serve as not only a learning tool, but a promotional tool to support local and regional food programs. Particularly, recipients are expected to provide both qualitative and quantitative results to convey the activities and accomplishments of the work.

The report is limited to 10 pages and is due **within 90 days** of the project's performance period end date, or sooner if the project is complete. Provide answers to each question, or answer "not applicable" where necessary. It is recommended that you email or fax your completed performance report to LFPP staff to avoid delays:

LFPP Phone: 202-720-2731; Email: USDALFPPQuestions@ams.usda.gov; Fax: 202-720-0300

Should you need to mail your documents via hard copy, contact LFPP staff to obtain mailing instructions.

Report Date Range: <i>(e.g. September 30, 20XX-September 29, 20XX)</i>	September 30, 2015 – March 31, 2016
Authorized Representative Name:	Jonas Singer
Authorized Representative Phone:	(301) 461-0602
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Recipient Organization Name:	Union Kitchen
Project Title as Stated on Grant Agreement:	Expanding Local Food Procurement, Market Opportunities, and Consumption in The Washington, DC Region through Increased Processing Capacity.
Grant Agreement Number: <i>(e.g. 14-LFPPX-XX-XXXX)</i>	15LFPPDC0104
Year Grant was Awarded:	2015
Project City/State:	Washington, DC
Total Awarded Budget:	\$100,000.00

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LFPP staff may contact you to follow up for long-term success stories. Who may we contact?

Same Authorized Representative listed above (check if applicable).

Different individual: Name: _____; Email: _____; Phone: _____

1. State the goals/objectives of your project as outlined in the grant narrative and/or approved by LFPP staff. If the goals/objectives from the narrative have changed from the grant narrative, please highlight those changes (e.g. "new objective", "new contact", "new consultant", etc.). You may add additional goals/objectives if necessary. For each item below, qualitatively discuss the progress made and indicate the impact on the community, if any.

- i. Goal/Objective 1: To purchase and install processing equipment

- a. Progress Made: The LFPP fund helped us purchase and install processing equipment for local production. The following items have been purchased:

Co-packing Facility Equipment - Coupe CL60, Three Rubbermaid 32 Gallon Vegetable Crisper Container, 5 Gallon Manual Salad Spinner, Two Cambro Polycarbonate Food Storage Bin, Cambro Polycarbonate Food Storage Lid, Three Digital Scales, Three 18"x24"x1/2" Green Cutting Boards, and the shipping and handling of items increased the capacity of the production facility and supported effective and efficient production.

Band Sealer - has helped increase production speed in filling semi-automatic bags and sealing their applications. The use of this equipment enhanced seal strength and security for the food produced.

Bench Bottle Capper - was purchased to enhance the process of capping bottles. Currently it is used in local production of Baku drinks, which is a locally founded company that produces flavored ice tea.

Primera Flat Surface Label Applicator - is a machine that improved the process of labeling. It helps precisely apply product and identification labels onto a wide range of flat surfaces and increased the speed of this process. The machine is able to apply labels at speeds of up to 500/hr.

42" Accumulation Turntable - is connected with our filling machine and helps collect filled bottles from the Volumetric Fill Machine. It is necessary to speed and scale processes.

Volumetric Fill Machine and Inert Gas Flush - enhances the production process by speed adjustment option depending on a product. The speed ranges from 30-120 packages per minute, making the whole process more effective and efficient.

Distribution Software - was necessary to sell the product and increase demand. It is an easy and effective way to reach a high number of customers.

Vollrath 60 qt Mixer - Current local chocolate chip cookie production justified purchasing a dedicated mixer for Co-Packing. Our eggs are sourced locally (PA) and these cookies are one of the top selling locally produced items in our grocery store with the potential of reaching other markets in the area.

Robot Coupe French Fry Kit 10 mm x 10 mm - Blade accessory to further utilize the benefits of the Robot Coupe CL-60 purchase. This blade accessory will help accelerate the food prep of our locally sourced fruits for DC Central Kitchen.

Robot Coupe Dicing Kit 10 mm x 10 mm - Blade accessory to further utilize the benefits of the Robot Coupe CL-60 purchase. This blade accessory will help accelerate the food prep of our locally sourced fruits for DC Central Kitchen.

Price Gun - Purchased to apply "sell by" date to Co-Packed products, including locally sourced fruits and vegetables for DC Central Kitchen's Healthy Corners menu.

Sell-By Labels (x2) - Labels for aforementioned price gun.

Air Compressor - Necessary to provide air pressure for Weigh Filler, which is used to package DC Central Kitchen's trail mix (which is made up of 33% Virginia peanuts) and future equipment like the Nitrogen

Flush System for our currently owned Continuous Band Sealer (helps increase shelf stability of food products) - which are used to seal the trail mix bags.

Cycling Refrigerated Air Dryer - Accessory for the aforementioned Air Compressor that filters out moisture from pressurized air which can cause internal parts of equipment requiring air pressure to rust. Our research has shown that this machine will help extend the life of our equipment, ensuring reliable Co-Packing operations.

Filter Kit - Filter for Cycling Refrigerated Air Dryer.

Weigh Filler - Our research shows that a weigh filler will increase efficiency of our packaged bag products - like our locally sourced trail mix for DC Central kitchen - by as much as 500%.

Freight - Cost of delivering aforementioned equipment.

b. Impact on Community: How the equipment has changed local food promotion activities and impacted community.

The LFPP funds helped equip the Co-packing facility that is available for Union Kitchen and DC Central Kitchen's production, as well as Union Kitchen Members. The equipment purchased within the project scope increased a wide range of products that can be produced and packed on a larger scale. The equipment helps increase efficiencies for beverages, sauce, dry food, salads, securing a space- and cost-efficient line with the ability to speed production approachable for local food producers. At the end of the grant period, Union Kitchen produced 13 products, including cooperative products of Union Kitchen and DC Central Kitchen for Healthy Corner Stores. Additionally, Union Kitchen is making products from Baku, Montebello Kitchen, Bright Greens, and Go Chews - local brands using local inputs and getting their products to shelves at a lower cost to the business and the consumer.

ii. Goal/Objective 2: To hire graduates from DC Central Kitchen (DCCK)

a. Progress Made:

Union Kitchen has directly hired two graduates through DC Central Kitchen's Culinary Job Training Program and another 3 have been placed with Members. Tamyra and Stephanie are being groomed for supervisor roles within Co-Packing as we continue to expand. Additionally, one person was hired for Union Kitchen Distribution to assist and support our local product distribution efforts. Union Kitchen has developed a rigorous 30-day training program for Culinary Job Training Program and Project Empowerment participants working in Co-Packing which prepares them for work with Union Kitchen's Members as needed as well as Co-Packing operations.

b. Impact on Community:

LFPP funds helped secure job positions created within the LFPP program. Co-packing operations supported by the grant money created an opportunity to expand Union Kitchen staff and offer training and job positions to Culinary Job Training Program graduates. The new hires had a chance to increase their skills and gain work experience as well as secure permanent and unsubsidized employment. All hires previously experienced multiple barriers to employment.

Importantly, these funds have dramatically increased the breadth of Union Kitchen's product lines, the volume of production, and has influenced Union Kitchen's procurement channels.

iii. Goal/Objective 3: To conduct outreach to current members

a. Progress Made:

Throughout the grant period, the project team reached out to Union Kitchen Members informing them about new production opportunities by engaging in Co-packing operations. Union Kitchen used weekly newsletters, Membership orientations and meetings, office hours, and regular check ins to teach Members how to scale local food production through Union Kitchen's Co-packing operations. 10 businesses reached back out expressing interest in using the facility, with several businesses using the Co-packing facility on a regular basis.

b. Impact on Community:

Businesses that work within Union Kitchen have recognized an opportunity to grow by participating in Co-packing operations. While using the facility, they can focus less on production and more on the business side of their companies. Businesses that became involved in Co-packing experienced a significant growth in their operations. For example, Bright Greens, that produces packaged smoothie cubes, increased its production by 50%. This increase in automated production allows the company the opportunity to focus on the promotion, sales, and distribution of its products. Momme Meals uses the space to process one of its ingredients (rolled oats and sun flower seeds ground into a powder), which saves 4-5 hours of production time. Bright Greens uses the space to puree fruits and vegetables into green juice. They have experienced a 400% increase in production speed.

iv. Goal/Objective 4: To create a strengthened distribution system

a. Progress Made:

The LFPP funds allowed us to invest in distribution software, an integrated inventory management, accounting, and ecommerce tool that improves the efficiency of Union Kitchen distribution systems. From this investment, the Distribution company has grown from generating \$89,439.82 per month when the grant award was announced, to \$163,331.87 in March 2016. Additionally, we have seen a major improvement in our fulfillment systems as well as the reliability and consistency of our order fulfillment.

b. Impact on Community:

By improving its distribution systems, Union Kitchen had the opportunity to acquire more markets, while expanding sales. Since September 2015, Union Kitchen Distribution has increased its sales by 84%. This means that more customers have a chance to learn about and buy local food. At the end of the grant period, Union Kitchen was distributing to 76 markets which is an increase by 29%.

v. Goal/Objective 5: To improve the ability to aggregate and store local produce

a. Progress Made:

The LFPP funds supported the expansion of storage capacity at Union Kitchen's Ivy City facility. During the grant period, we purchased shelving and prepared a designated space for local product storage. Shelving space increased in the Co-packing facility and expanded in the walk-in coolers, from 6 shelves to 18 (Membership area). The Co-Packing Manager is in the process of getting pallet shelving storage in the Co-packing facility and distribution hallway.

b. Impact on Community:

This activity helped us increase Union Kitchen's production process by providing extra space to store finished products before distributing them. Shelves were added to both the Co-packing facility, to be used before and after production, and near Union Kitchen's loading dock to make the process faster. By expanding our aggregation and storage capacity, Union Kitchen helped create an extended infrastructure for Union Kitchen and Members' production in order to scale the process, attract more retailers, and sell more products. Small producers now have the ability to purchase a larger amount of raw ingredients, and have space to store it before and after production. This gives provides opportunity to scale and meet a higher demand from retailers.

vi. Goal/Objective 6: To create and organize channels to bulk buy

a. Progress Made:

The growth in Union Kitchen production has spurred conversations with Coastal Sunbelt, Baldor, and Arcadia Farms (who is now a Member of Union Kitchen) about order placing and amount required. Increasing interest from vendors such as Baldor and Sysco will provide preferable rates and lower the bulk ordering requirements. While the winter has proven to be a difficult time to increase local procurement, the overall growth in demand will drive a significant increase in bulk buying of agricultural produce from local farms and ranchers.

b. Impact on Community:

Increased storage capacity created an opportunity for Union Kitchen and its Members to purchase a larger amount of produce, which, in turn, increased the size of aggregated orders. Union Kitchen increased its order amount by 54%.

vii. Goal/Objective 7: To improve access to value-added products throughout DC

a. Progress Made:

There has been a rapid growth in the distribution and availability of value-added products. This can be indicated by the overall increase in sales (83%), increase in number of markets we serve (29%), increase in number of units produced and distributed (49% increase in number of deliveries per day). The purchase of a distribution software, B2B platform, which is currently in the pilot phase, will increase the access to value-added products even more.

b. Impact on Community:

By increasing efficiency to the production process and creating channels for sales, we were able to provide more value-added products to customers in DC. Using Union Kitchen Grocery as an example, the number of transactions per month increased from \$88,848.81 in September 2015 to \$108,932 in March 2016 with the addition of more value-added products.

viii. Goal/Objective 8: To increase supply of healthy foods

a. Progress Made:

At the end of the grant period, Union Kitchen started a partnership with Baldor using them as our main food vendor, as they provide a complete array of ingredients from dry goods to meats and produce. They have a powerful point of sale (POS) system that allows them to precisely track all ingredients and categorize them as locally sourced. Despite off-season months, Union Kitchen ordered local produce for over \$9,258 from October through March.

b. Impact on Community:

Nearly every product made at Union Kitchen is free of preservatives and uses healthier and more wholesome ingredients than mainstream, industrialized brands. The growth in sales of our Member products invariably leads to a greater supply and consumption of healthier foods. In addition, the LFPP funds have supported the growth and expansion of our Co-Packer and our Grocery, both of which expand the system for the production, distribution, and consumption of healthy, locally produced foods.

ix. Goal/Objective 9: To conduct outreach to local consumers

a. Progress Made:

Union Kitchen used local media outlets such as Instagram, Facebook, Union Kitchen Website, Newsletters, direct distribution sales, direct catering sales, demoing at numerous events, hosted quarterly open kitchen tastings in order to conduct outreach to local consumers. Union Kitchen and its Members had dozens of media stories across all media. The main purpose of this activity was to pitch the story, promote the program, and inform customers about value-added products. To use Union Kitchen Grocery as an example, where most of our value-added products are available, the total number of customers increased by 17% from September 2015 to March 2016. Additionally, the increase in purchasing from Distribution shows heightened outreach. Union Kitchen's social media followers demonstrate a significant growth in interest, with the number of our Instagram followers increasing by 71%, while visits to Union Kitchen's website, unionkitchendc.com, increased by 26%.

b. Impact on Community:

During the grant period, we started the process of increasing customers' awareness about local products. Union Kitchen sales demonstrate that this process has been successful. More people support and buy local products due to Union Kitchen's activities.

2. Quantify the overall impact of the project on the intended beneficiaries, if applicable, from the baseline date (the start of the award performance period, September 30, 2016). Include further explanation if necessary.

- i. Number of direct jobs created: 4
 - ii. Number of jobs retained: 16
 - iii. Number of indirect jobs created: 30
 - iv. Number of markets expanded: 46
 - v. Number of new markets established: 17
 - vi. Market sales increased by insert percentage 83%.
 - vii. Number of farmers/producers that have benefited from the project: 30
Percent Increase: 25%
3. Did you expand your customer base by reaching new populations such as new ethnic groups, additional low income/low access populations, new businesses, etc.? If so, how?

Union Kitchen stands apart from conventional commercial kitchens, with a suite of value-added services and as a community of collaboration. During the grant period, Union Kitchen had a chance to improve its services while extending its customers base. Union Kitchen increased the number of new businesses by 31%. Members benefit from all stages of production—from discounted food and input vendors to in-house distribution and catering channels. Union Kitchen Members have access to a wide range of co-packing equipment, business operations guidance, formal training programs, and on-going support from staff. New businesses include those run by women and minority. Within the grant scope, new Member businesses have received unrivaled support that enable their businesses to scale and enhance their bottom lines.

Union Kitchen has established relationships with dozens of new retail partners to bring Union Kitchen Member products to local and national outlets such as six new Whole Foods Market locations, MOM's Organic in Baltimore, and Glen's Garden Market in Shaw. By developing Union Kitchen's Distribution and creating an easier, efficient, and more profitable model for producers and retailers in order to provide better access to local produce, Union Kitchen had the opportunity to increase its customers base and increase local food consumption. Union Kitchen's Distribution company increased the number of retail stores it serves by 29%, while reaching new populations, especially low- and middle-income DC residents.

Union Kitchen Grocery, Union Kitchen's core retail model, showcases and drives sales of Member products. The store features food and beverages from more than 75 Members and Union Kitchen Alumni. In-person demonstrations and samplings directly connect Members to their customers, while building a sustainable and inclusive marketplace for local products. Union Kitchen Grocery increased the total number of customers by 17% within the grant period. The retail-front houses Member products alongside national brands. The mix of products redefines local from novel to everyday accessible. Customers can grab a Coke while snacking on a Union Kitchen Member dessert or enjoy Ritz crackers with some locally-made spreads. Union Kitchen Grocery helped Capitol Hill customers, as well as those traveling through Union Station, increase their access to local products.

Through our partnership with DC Central Kitchen, we were able to produce value-added products, such as locally grown salads, cut fruits, and trail mix, and distribute them to DC Central Kitchen's Healthy Corners stores throughout DC. This partnership has allowed us to reach additional populations located in economically distressed areas. Over 70 DC Central Kitchen Healthy Corner stores are located in food deserts, low-income and low-access neighborhoods, where nutritious products are often scarce.

4. Discuss your community partnerships.
 - i. Who are your community partners?

DC Central Kitchen, an organization that supports procurement, processing, distribution, and marketing infrastructure in its efforts to bring food, shelter, and employment to those in need, was a core partner in Union Kitchen's LFPP project. DC Central Kitchen specializes in training unemployed former inmates and drug addicts to be chefs. The organization runs a 14-week Culinary and Professional Training program that provides job training, ServSafe certification, and a DC Food Handlers License, as well as social service support and monitoring throughout the whole program period.

Union Kitchen works with the Department of Employment Services (DOES) through Project Empowerment. This transitional employment program provides job readiness training, job search assistance, work experience, and supportive services to District residents. DOES conducts outreach and recruits program participants, conducts orientations, intake, and manages individual cases, and subsidizes activities, as well as place participants in jobs. Further, the organization follows up on retention rates.

- ii. How have they contributed to the overall results of the LFPP project?

Union Kitchen partnered with DC Central Kitchen on several levels. First, Union Kitchen participated in its transitional employment program, Culinary Job Training Program. Union Kitchen hired Culinary Job Training Program graduates for the Co-Packing operations, while providing sustainable employment for individuals that face numerous barriers to employment. Second, Union Kitchen and DCCCK worked together to increase local food production efficiency. Co-Packing equipment is run by graduates of DCCCK's Culinary Job Training program, and is also used by DCCCK to make more meals at a lower cost for its Healthy Corners Program. DCCCK was the first anchor customer of the Co-Packing facility that used the equipment to process cut fruit and produce, and other prepared foods that are sold at-cost in Healthy Corners locations to low-income families. Lastly, a joint marketing effort between Union Kitchen and DCCCK have brought awareness to local food options, which, together with greater accessibility, have increased consumption of local foods across income levels. DCCCK has given Union Kitchen access to its extensive market presence in low-income, food scarce parts DC and the surrounding areas. DCCCK, as Union Kitchen's community partner, overall has helped increase Union Kitchen's customer base in economically distressed areas.

Through Union Kitchen's partnership with the DC Department of Employment Services, we recruited for new positions through Project Empowerment, a transitional employment program, while emphasizing the training and growth of these employees for future success in the workforce. One of these hires works in our Distribution company, helping to manage inventory of local products.

- iii. How will they continue to contribute to your project's future activities, beyond the performance period of this LFPP grant?

Union Kitchen has a long-term relationship with DCCCK. Union Kitchen and DCCCK have partnered on a variety of different programs and therefore the LFPP effort will be continued as a coherent part of this partnership. Due to lack of production and storage space, DCCCK will remain one of the biggest customers of the Co-Packing facility for their Healthy Corner stores. Union Kitchen's Co-packing operation will continue to grow and DCCCK will take part in it as a supplier and buyer of Union Kitchen products made with local ingredients through their Healthy Corners program and within DC Central Kitchen's school

programs. Through this partnership, we also plan to expand our product offerings through joint branding, including peanuts, cut fruit and vegetables, and salads. Marketing efforts through community events, corner stores, store openings, press releases, and direct mail will be continued as well.

Union Kitchen will also continue to provide employment for DCCK's Culinary Training Program. Through this collaboration, Union Kitchen has the opportunity to gain high skilled employees, while DCCK can provide job placement for their graduates. This partnership will be ongoing which means that Union Kitchen will continue to acquire DCCK's graduates to provide work experience and potential hiring opportunities.

5. Are you using contractors to conduct the work? If so, how did their work contribute to the results of the LFPP project?

N/A

6. Have you publicized any results yet?*

Union Kitchen marketing team works on a campaign in order to introduce our LFPP program's results. We will use a variety of media methods to publicize the outcomes:

-Public Relations Media: local press, local community interest blogs and newspapers, other earned media

-Social Media Outlets: Newsletters, Facebook, Instagram.

- i. If yes, how did you publicize the results?
- ii. To whom did you publicize the results?
- iii. How many stakeholders (i.e. people, entities) did you reach?

*Send any publicity information (brochures, announcements, newsletters, etc.) electronically along with this report. Non-electronic promotional items should be digitally photographed and emailed with this report (do not send the actual item).

7. Have you collected any feedback from your community and additional stakeholders about your work?
 - i. If so, how did you collect the information?

Union Kitchen runs extensive outreach and feedback solicitation from the food businesses with which Union Kitchen works and one of our community partners, DC Central Kitchen. Feedback from Union Kitchen businesses was gathered via membership check-ins, through Member Council, and day-to-day conversations. Union Kitchen held quarterly meetings with DC Central Kitchen, where both organizations evaluated current activities, while providing constructive and/or positive feedback.

- ii. What feedback was relayed (specific comments)?

All participating Members expressed excitement about the program. They recognized an opportunity to grow by using advanced co-packing equipment and integrated supply channels crucial for their production and distribution leverage. Members, who have used the Co-packing facility, noted that their local food production significantly increased. Bright Greens Smoothie Shakers, that produces packaged smoothie cubes, stated that its production increased by 50%. This increase gave them an opportunity to

focus on promotional, sales, and distribution efforts. Momme Meals uses the space to process one of its ingredients (rolled oats, sun flower seeds ground into a powder), which saves 4-5 hours of production time.

DC Central Kitchen's experience with the Co-packing facility is highly positive. Union Kitchen's partner was able to scale its production within the grant scope. By the end of the project, it was able to prepare its supplies for the whole month in only one day (60 bags per minute).

8. Budget Summary:

- i. As part of the LFPP closeout procedures, you are required to submit the SF-425 (Final Federal Financial Report). Check here if you have completed the SF-425 and are submitting it with this report:
- ii. Did the project generate any income?
 - a. If yes, how much was generated and how was it used to further the objectives of the award?

The project has generated \$8,942.77 so far. The income was used to reinvest in local food production through additional equipment.

9. Lessons Learned:

- i. Summarize any lessons learned. They should draw on positive experiences (e.g. good ideas that improved project efficiency or saved money) and negative experiences (e.g. what did not go well and what needs to be changed).

Positive lessons learned include:

- Using Union Kitchen's culture as a guide to evaluate and hire employees, we were able to yield two outstanding employees with a bright future in leadership roles within Union Kitchen.
- By collaborating with established businesses, we were able to successfully build out our pricing structure, sales strategies, and equipment purchases to make Co-Packing a financially viable endeavor that can support scaling local food production.

Negative lesson learned includes:

- We placed too great of emphasis on being flexible with our manufacturing capabilities. A tighter focus on high impact capabilities, like a full beverage production and bottling line, would have helped jumpstart other areas of our operations much more rapidly, which would have translated into more local jobs produced and increased local food production.

- ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:

Based on our outcome measures, we have fallen short in procurement of local produce and raw ingredients. The vast majority of this is due to seasonality as we started operations in the winter. We are poised to increase our local food procurement by at least 500% by the summer.

- iii. Describe any lessons learned in the administration of the project that might be helpful for others who would want to implement a similar project:

Union Kitchen has learned the importance of doing thorough research on what capital investments would garner the highest impact for a new top line. It is important to be prepared to have an appetite

for executing in sub-optimal conditions before making capital investments to be better informed on what capital investments make the most sense. Lastly, we would like to invest significantly greater energy into upside versus risk and aim, to balance flexibility and agility with a tighter focus on specific capabilities.

10. Future Work:

- i. How will you continue the work of this project beyond the performance period? In other words, how will you parlay the results of your project's work to benefit future community goals and initiatives? Include information about community impact and outreach, anticipated increases in markets and/or sales, estimated number of jobs retained/created, and any other information you'd like to share about the future of your project.

By making Co-Packing approachable to local businesses, Union Kitchen has begun to make local businesses scalable. This allows us to drive market share and increase demand for locally produced products - not just packaged goods, but raw ingredients as well. In order to provide greater impact in the future, we will work to provide a higher salary to those in entry level positions, as well as keep more cash flow and capital within the city and region.

In the four months that Co-Packing has been in existence, Union Kitchen have hired two full-time employees through DCCK's Culinary Job Training Program. Both employees are on track to become supervisors and trainers for future Culinary Job Training Program and DOES graduates. These opportunities could lead to increased responsibility and even equity share in the growth of Union Kitchen. The impact of this extends beyond the individuals to their family, friends, and the community as a whole.

Union Kitchen plans to change the name of Union Kitchen Co-Packing to Union Kitchen Manufacturing. While the core activities remain the same, the order of priorities will shift from a focus on contract manufacturing Member products to manufacturing Union Kitchen and Union Kitchen Partner branded products. In this transition, the Member focus will be on training them to be more efficient operators as we rent them the manufacturing equipment so that they can more efficiently produce their own products.

- ii. Do you have any recommendations for future activities and, if applicable, an outline of next steps or additional research that might advance the project goals?

Union Kitchen would recommend partnering with local research organizations and universities in the areas of food science. This could help Union Kitchen and its Members with the expertise needed to bring a product to market while being compliant to national standards of food safety. Partnerships with local horticulturists in the area of indigenous crops could be commercially viable for use as produce or in locally made products.